

The MITRE Corporation

Center for Enterprise Modernization



Our Mission

We serve the public interest by working as objective, independent partners with our government sponsors to solve their critical needs.



Trusted, Strategic Solutions for Enterprise Modernization

The Center for Enterprise Modernization follows the basic tenet of The MITRE Corporation—the trusted relationship between the FFRDC and the Government is of utmost importance. As an FFRDC, CEM operates as a not-for-profit entity. We operate objectively and independently and answer only to the government. In addition to following strict FFRDC operational guidelines of the Federal Acquisition Regulation, MITRE's internal policies limit its business activities. Neither MITRE nor CEM can compete for work, except to become an FFRDC. CEM and its people also may not perform routine services provided by commercial companies, work for or team with commercial companies, or manufacture products.

The personal commitment of our people to serve the American public and earn the trust of our Government Sponsor and customers shapes the CEM culture. In fact, all CEM policies and organizational decisions are designed to enhance these trusted relationships and their individual strategic partnerships. In concert with MITRE's mission, CEM's leaders are fully focused on Sponsor and customer mission success. We align the Center's strategic direction to best help the Government with its current and future challenges.

Created in the Public Interest

MITRE and the IRS have learned that business priorities and transition strategies must be developed with a fully integrated, enterprise-wide perspective. With the support of its IRS Sponsor, CEM applies lessons learned in this area to the modernization efforts of other federal agencies.



CEM's commitment to strategic partnership begins with its dedication to adopting the customer's mission as its own and developing best practices for the important and evolving discipline of enterprise modernization.



Strategic Partnerships, Successful Public Service

In the fall of 1998, the Internal Revenue Service chose The MITRE Corporation to operate a new FFRDC to assist in its ongoing effort to modernize systems for tax administration. Today that FFRDC, now known as the Center for Enterprise Modernization (CEM), advances enterprise modernization within the IRS and across government, working with other government agencies—including the Department of the Treasury and its bureaus, the Department of Homeland Security, Health and Human Services, and Census—on their modernization programs.



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Evolving the Practice of Enterprise Modernization

Together with its IRS Sponsor and other federal customers, like the Department of the Treasury, the Department of Homeland Security, and the Department of Health and Human Services, CEM's people continue to evolve their understanding of specific enterprise modernization needs and mission challenges that confront today's federal government agencies. CEM addresses these challenges principally by applying technical expertise in five major functional areas of work: strategic management, procurement (support and evaluation), program and project management, technical management, and evaluation audit.

CEM works from an enterprise-level perspective in assisting its Sponsor and customers with their modernization programs. The challenges of these programs are often highly technical, and success depends on developing the effective participation of an organization's people across the enterprise—whether in integrating internal and external systems, working effectively as a team with a prime and other contractors, or responding to the concerns of oversight bodies. Because of this, CEM helps Government leaders and teams tackle organizational change management and people issues—often the hardest to overcome—that are intertwined with strategic technical and business challenges.

Building Trusted Relationships and Domain Knowledge

CEM staff establish and maintain trusted relationships with their federal counterparts and leadership by fully engaging at all levels of a government agency from the project to the executive level. These relationships contribute to an overall domain knowledge characterized by a deep understanding of the cultural, technical, and environmental issues of each federal agency. By drawing on this understanding and our enterprise modernization expertise, CEM staff provide practical advice and unique insight grounded in a solid appreciation of agency realities. Our breadth and depth of technical expertise and our special FFRDC relationship with the government differentiates us from other organizations.

Leveraging All of MITRE for CEM Customers

CEM management and staff supplement their expertise with specialized technical and business talent from across MITRE, taking advantage of MITRE's knowledge base accumulated over the last four decades. When unique expertise is required, CEM draws most of the necessary support from MITRE's own technical centers of excellence. Dedicated CEM management focuses the expertise and talent of all of MITRE on specific efforts to provide its Sponsor and customer agencies with integrated and trusted support.